

## AGENDA ITEM

C-1. Consideration of Working Draft and Public Input ..... Jim Holmes/Jonathan Pruitt

**Situation:** The Committee will finalize working draft of definitions, goals, and metrics for UNC's Strategic Plan and establish necessary targets.

**Background:** The Strategic Plan consists of five broad theme areas including: Access, Student Success, Affordability and Efficiency, Economic Impact and Community Engagement, and Excellent and Diverse Institutions. In October, after several months of committee work, draft definitions, goals, and metrics were developed.

For any strategic plan to be meaningful and successful, it is essential to understand the perspectives of as many individuals and constituencies as possible. To that end, stakeholders (faculty, staff, students, alumni, and community members) have had two opportunities to provide feedback on the draft definitions, goals, and metrics: 1) an online survey and 2) one of seventeen public forums held at each UNC institution. Faculty Assembly provided preliminary feedback on each of the five themes on November 2, 2016. President Spellings has also provided input on the draft goals.

On November 14, 2016, the Committee on Strategic Planning discussed a working draft of definitions, goals, and metrics for UNC's Strategic Plan which incorporated feedback the Board of Governors had received from the sources referenced above. The Committee reviewed the entire slate of goals to determine how those goals fit into an overall system-level plan. Where overlap or inconsistency was identified, the Vice Chair and the Committee adopted changes to the working draft. Recommendations from the Vice Chair and the Committee on Strategic Planning are included and should be considered in finalizing the definition, goals, metrics, and targets.

**Assessment:** The Committee is to review the section of the working draft of the Strategic Plan that is relevant to their theme and consider any additional modifications based on the recommendations of the Committee on Strategic Planning and any additional input from online survey and public forums, faculty assembly, and/or other stakeholders. The Committee should also aim to set targets for each goal. Because work is ongoing at this time, this item will be replaced with the working draft and associated materials prior to the meeting.

**Action:** This item is for discussion and consent.

**UNC Strategic Plan**  
**Working Draft of Definitions, Goals, and Metrics**

**Affordability & Efficiency**

**Definition**

Article IX, Section 9 of the NC State Constitution requires that the General Assembly shall provide that “the benefits of The University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense.”

That constitutional mandate encourages a working compact among the state’s elected officials, taxpayers, and the University to deliver the University’s multifaceted mission at the highest levels of quality in a cost-effective manner without regard to a student’s ability to pay.

**Draft Goal 1: Affordability**

*Topical Area:* The cost of attending The University of North Carolina has been increasing faster than the median income in North Carolina.

*Goal:* Offer education of equal or higher quality at a cost that is both consistent with the State constitution and attainable to students and families in North Carolina.

*Metric:* Commit to affordable tuition by tying annual percent increases in undergraduate resident tuition rates to no more than the increase in the rate of inflation, while providing autonomy and incentives for campuses that can demonstrate that the financial investment made by students, families, and taxpayers is of excellent value.

**Draft Goal 2: Efficiency**

*Topical Area:* The University of North Carolina is charged to fulfill its mission through the efficient use of available resources to ensure the highest quality of service to the citizens of the State.

*Goal:* Pursue and utilize increased operational and financial flexibility for the benefit of the educational, research, and public service missions of the University of North Carolina.

*Metric:* Increase operational and financial flexibility for the University of North Carolina and demonstrate its financial impact.

**Affordability and Efficiency**

1. The committee discussed whether a cap on tuition increases would become a floor—meaning that campuses would automatically increase at that rate each year.
2. The committee recommended that the Affordability and Efficiency group clarify what they mean by “excellent value” goal number 1.
3. The committee asked what metric will be used for Goal 2 (regulatory flexibility). Committee members suggested that some concrete examples be included in the discussion of Goal 2, and that the plan should put forward a measure of the benefits of these flexibilities.